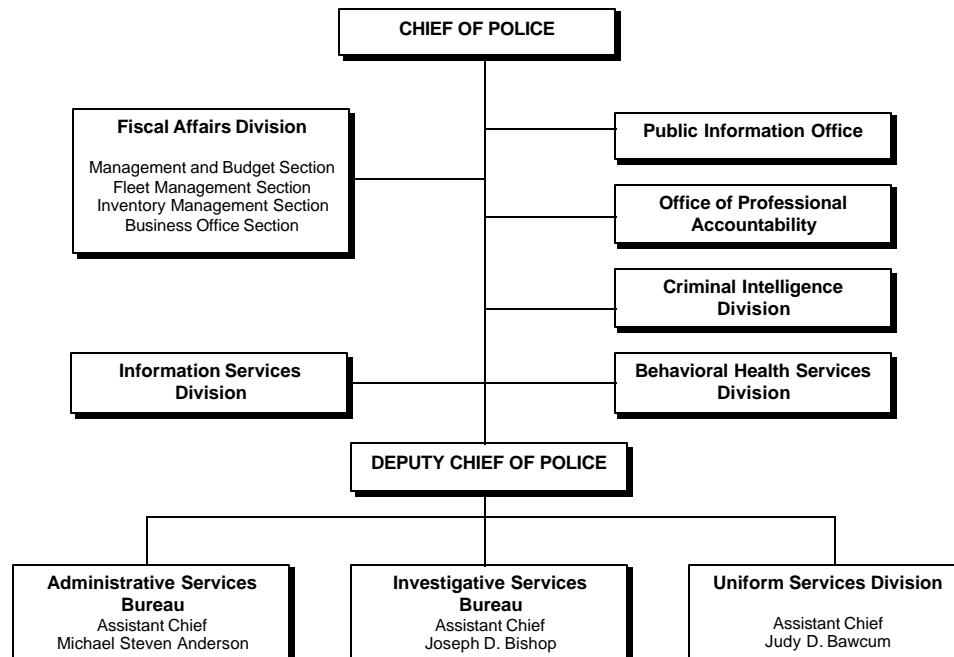

2.0 OFFICE OF THE CHIEF

In addition to the Chief of Police, the Office of the Chief also contains six other distinct functions, plus the Deputy Chief of Police. Each of these additional units is addressed below. Supervising these six areas, and being involved in the daily oversight of all other operating areas, places a significant burden on the Chief.

2.1 Office of the Deputy Chief of Police

A new position created during the past year, this position is shown on the organizational chart as being the direct supervisor of the three Bureau Commanders. In the absence of the Chief, this position assumes full departmental command. The current organizational chart is shown below as Exhibit 2-1.

EXHIBIT 2-1
OFFICE OF THE CHIEF^{3/4}CURRENT STRUCTURE



FINDING 2-1

The organizational position of the Deputy Chief is not readily aligned with the new organizational structure proposed. The current organizational chart shows the Deputy Chief as being responsible for the three major Bureaus: Administrative Services, Investigative Services, and Uniformed Services. The organization recommended would have one Deputy Chief over Investigative Services, most of what is now in Administrative services, and Information Technology, with a second Deputy Chief over the other operations that are principally in the current Uniformed Services Division. The organizational responsibilities assigned to the exiting Deputy Chief are not all transferable to the recommended organizational structure.

RECOMMENDATION 2-1

Revise the executive command structure of the department. We proposed in Chapter 1.0 that the department be reorganized in such a manner as to distribute duties and responsibilities in a more equitable and efficient manner. We propose that a second Deputy Chief position be created and that the main areas of the department be split into two parts. The two Deputy Chiefs will be responsible, respectively, for Support functions and Field Operations. Each Deputy Chief would have reporting to them two Assistant Chiefs, who will directly command the various Divisions. The duties of the existing Deputy Chief should begin to be aligned toward implementation of the recommended organizational structure. This organizational structure will allow the individual areas of responsibility to be of much more manageable size. This will make it possible to realistically hold senior managers accountable for the performance of their areas of responsibility, something that is impossible today.

In the case of the Deputy Chief of Field Operations, the two Assistant Chiefs will each command one-half of the total county. This will have (when the new North Sector Station is built) each of the Field Operations Assistant Chiefs commanding three Sectors.

This type of Patrol allocation model is followed by many major cities. In agencies the size of MNPd, and other major areas, it is necessary to split the overall patrol responsibilities into smaller pieces. Even with half of the county under one Assistant Chief, this is a much larger geographic area than is found in most cities.

IMPLEMENTATION STEPS

1. Adopt a new organizational structure to better balance organizational responsibilities and duties.
2. Create additional Deputy Chief and Assistant Chief positions, conduct selection process.
3. Promote new Chiefs. Set implementation date for new structure.

4. Conduct organizational meetings prior to implementation of new structure to work out details.
5. Implement new structure.

FISCAL IMPACT

The proposed organizational structure calls for both the creation and elimination of command level positions. The long-term cost of the organizational structure will be very close to the current costs.

FINDING 2-2

The current organizational structure does not allow the Chief to focus on operational issues; instead he is tied to administrative matters. The current organizational structure gives the Chief a total of seven direct reports—actually 10, as the Bureau Chiefs also report directly to the Chief for all practical purposes. This span of control has too many direct reports to allow him to focus effectively on either the administrative areas or the operational areas of the department.

RECOMMENDATION 2-2

The Chief should directly supervise fewer positions. In the proposed organizational structure the Chief will directly supervise a total of six persons. These will be the two Deputy Chiefs, the Public Information Officer, and the heads of Strategic Deployment, Behavioral Health Services, and the Office of Professional Accountability. All of these are areas in which direct access to the Chief is critical to the success of the function.

IMPLEMENTATION STEPS

1. This follows the same implementation plan as the previous recommendation.

FISCAL IMPACT

No additional fiscal impact.

2.2 Office of Professional Accountability

As is the case in many organizations, the internal affairs function of the MNPd has been retitled the Office of Professional Accountability. This office investigates all major complaints filed against police officers (some minor complaints are investigated at the division level).

In August of 2000 the Police Executive Research Forum submitted a report dealing with the evaluation of the OPA. This report had several significant findings, some of which have already been addressed. Among the findings were:

1. *There has been no pattern of rotation of personnel within the office. These investigators have been assigned to their current assignment for long periods. One lieutenant has been assigned to the office for 25 years.*
2. *The OPA is physically located on the third floor of the police headquarters building. This can be intimidating for anyone with a complaint against the police, but very difficult for those not proficient in English.*
3. *Long-standing budget constraints have resulted in a severe lack of training in this component. Investigators have had to rely on on-the-job training.*
4. *Investigators were not held to any time frames (for case closure). The average time from assignment to closure was just over 92 days. The average time to case closure by investigators ranged from 65 days to 130 days.*
5. *Cases need to be resolved in 45 days, not 92 days.*

These findings, and other issues discussed in the PERF report, are consistent with our own findings. This would suggest that many of the issues that PERF found to be of significance in August 2000 continue to be issues.

FINDING 2-3

The current location of the Office of Professional Accountability is problematic.

The current location of OPA is at the main headquarters building. To get to OPA, officers and citizens alike have to go through building security and then go through the heart of the police facility to the main administrative floor. While this can be very intimidating for citizens, it can also be very embarrassing for officers who are called to OPA. The location of OPA can have a negative effect on those who might otherwise come to file or be interviewed about a complaint.

RECOMMENDATION 2-3

The offices of OPA should be located outside the main police headquarters building. We recommend that OPA offices be located separate from other police or governmental facilities. (This was also a PERF recommendation.)

IMPLEMENTATION STEPS

1. As part of the overall department space needs study, plans need to be made to include locating OPA off-site.

FISCAL IMPACT

The fiscal impact of locating OPA outside of the police facility is not known. This matter should be made part of the overall space needs study.

FINDING 2-4

A formal rotation policy for OPA personnel has not been established. Also cited in other areas of the report as an issue, some officers assigned to OPA have been in this assignment for many years. There is not currently an assignment duration limit in this area. While many of the OPA officers are fairly recent to the division, OPA is an area that can benefit greatly from an orderly turnover of personnel. It is critical that officers feel the OPA investigators understand their issues and can relate to the realities of day-to-day police work. Having officers routinely rotate in and out of OPA can greatly enhance officer confidence.

RECOMMENDATION 2-4

OPA officers should participate in the career development program and be rotated periodically. OPA personnel should be time limited and should rotate out of this assignment into other duties on a set basis. This rotation will ensure that more officers have the opportunity to serve in this area, and will also ensure that the officers conducting the OPA investigations are well acquainted with current operational practices. (This was also a PERF recommendation.)

IMPLEMENTATION STEPS

See also Recommendation 1-8

1. OPA should identify a number of positions that can be rotated upon the adoption of the departmentwide career development plan.
2. A selection process for new OPA investigators should be conducted.
3. Training for new OPA investigators should be provided upon selection and assignment.
4. OPA staff should continue to rotate at set times.

FISCAL IMPACT

The implementation of a career development program will have minimal fiscal impact.

FINDING 2-5

Case closure times are too long. There has been no significant improvement since the PERF review. This suggests either that the workload is greater than can be managed effectively by current staff or that the investigative process is in need of improvement, or both. The PERF recommended that 45 days for a average case closure is an appropriate standard. This standard cannot currently be met. At present, case closure times often are double this recommended standard. There is also a considerable variance between the closure times of individual investigators.

RECOMMENDATION 2-5

Conduct a workload analysis and develop performance measurements to determine correct unit size. The actual workload needs to be carefully evaluated and staffing allocated to enable more reasonable case closure. It is not desirable for OPA cases to drag out. Prompt resolution should be sought for both the sake of the complainant and the officer(s). (This was also a PERF recommendation.) Inadequate staffing may lead to taking shortcuts on an investigation in order to get it completed quickly and move on to the next case. This can have the effect of weakening cases due to poor investigation, which can result in cases being overturned, or can result in the wrong finding due to incomplete investigation.

IMPLEMENTATION STEPS

1. Working with Strategic Deployment, OPA should conduct a workload analysis.
2. Specific findings and recommendations should be reported to the Chief of Police.
3. Recommendations concerning performance standards and staffing should be adopted.
4. Additional positions should be transferred to OPA, if needed.

FISCAL IMPACT

There will be no fiscal impact. If additional investigators are determined to be needed, existing sworn staff should be reallocated to this assignment. During the overall staffing review recommended for the department (see Recommendation 1-8), positions that can be reallocated will be identified. One or more of these positions could be reassigned to OPA, if additional staffing is determined to be needed. There may be a fiscal impact.

FINDING 2-6

There currently is no designated individual to present the OPA side to the Hearing Boards. Often the investigating officers are trying to testify as to what they did and found during an investigation and at the same time attempt to present the overall case to the Hearing Board. While officers accused of misconduct are represented by other officers who argue their cases for them, OPA does not currently have officers assigned specifically to “present the department’s case.” Many departments use advocates to present the department’s case, allowing the role of the investigating officer to be limited to serving as a witness presenting his/her investigative findings. This separation of tasks—one officer presenting the overall case and one officer presenting evidence—is a more effective separation of duties.

RECOMMENDATION 2-6

Adopt a practice of using a departmental “advocate” as the one presenting the case for OPA. Just like the District Attorney uses a prosecutor to present cases, OPA needs someone who can present their case and fully explain all investigative outcomes to the Hearing Boards. (This was also a PERF recommendation.)

IMPLEMENTATION STEPS

1. Adopt a practice of having an advocate present the OPA case before hearing boards.
2. Obtain volunteers for service as advocates either from OPA or supervisors outside OPA.
3. Train advocates in effective presentation techniques.
4. Begin utilizing advocates.

FISCAL IMPACT

The use of advocates would present no significant fiscal impact. The advocates should be provided some training in their new role. However, this training could be provided using in-house personnel.

FINDING 2-7

OPA does not currently have its own basic investigative equipment. In order to conduct certain investigative operations (such as surveillance or the use of a body mike) OPA has to rely on the Criminal Intelligence Division or the Vice Division to provide equipment and personnel to operate the equipment. This practice greatly expands the number of persons aware of investigations that may be very confidential.

RECOMMENDATION 2-7

Provide OPA with basic investigative equipment that is not shared with other units. OPA should have equipment and trained personnel to be able to undertake routine surveillance on subjects of an internal investigation without having to risk compromising an investigation due to the involvement of personnel outside the unit. (This was also a PERF recommendation.)

IMPLEMENTATION STEPS

1. Identify the type of equipment most commonly used by OPA during investigations.
2. Determine if any of this equipment existed as surplus in any other area. If so, transfer that equipment to OPA.
3. If no surplus equipment suitable for this use exists, determine the cost of new equipment.
4. Procure this equipment using current year funds.
5. If current year funds are not sufficient for this purpose, request funds in upcoming budget cycle.

FISCAL IMPACT

Some of this equipment may exist elsewhere in the department. If this equipment is being underutilized, it should be transferred to OPA. However, it is most likely that equipment of this type will have to be purchased. We estimate that such equipment could be obtained for \$15,000.

FINDING 2-8

Overturning of disciplinary recommendations in investigations can create a level of distrust among officers for this function and frustration for OPA staff. There are often disputed facts surrounding cases in which OPA findings are overturned. The fact that cases are overturned (either within the department by hearing officers or outside the department) supports the concerns of officers that they may not be treated “fairly.” There is no question that the department has an obligation to the community to ensure officers operate within policy, within the law, and treat citizens fairly. However, the officers must believe the department will also treat them fairly. Having cases overturned for any reason seriously undermines the credibility of OPA and the department’s leadership overall.

RECOMMENDATION 2-8

Conduct an “after action review” of all cases in which disciplinary findings are later overturned. Both as an ongoing practice and as a single comprehensive review of cases overturned in the recent past, there should be a review of cases that have been overturned. It should be determined where cases were felt to be weak, and what

additional steps could have been taken to either strengthen the case or prove the officer(s) were not guilty of the alleged conduct or action. This would also help clarify reasoning of administrative hearing officers judgement. As well, this would help ensure consistency of administrative processes.

The comprehensive review should be undertaken as an external assessment. It may be possible to obtain the assistance of another law enforcement agency in this review, or it may be necessary to contract for such services. In either case, it is critical to ensure that the department can objectively determine:

- that cases are being opened against officers with just cause;
- that cases are being investigated thoroughly and without bias;
- that the effort to obtain the truth is the motivation of the investigation, not merely an attempt to prove or disprove an allegation;
- that cases are closed within reasonable timeframes;
- that investigative conclusions used as the basis for disciplinary recommendations are clear and substantial; and
- that the reasons for reversal can be determined and evaluated. Was “proof” missing, was due process violated, were witnesses compromised, are judgements consistent, are evidentiary procedures applied consistently?

While there are certainly many other issues a review of overturned cases could explore, the above list is a starting point.

IMPLEMENTATION STEPS

1. Obtain the services of another law enforcement agency to conduct a review of cases which are overturned.
2. Determine why cases are overturned and prepare recommendations for improvement.
3. Present recommendations to Chief.
4. Implement recommendations.
5. Look on a semiannual basis at all cases that are overturned for any reason.

FISCAL IMPACT

It may be possible to “trade” this service with another agency. If each agency would agree to do the review for the other, the costs would be minimal. An external review would be preferable.

The review could also be done on a contractual basis with an outside vendor with expertise in this area. The cost of such an engagement would depend on the number of cases to be reviewed and the expected time for each case. It is estimated that a comprehensive review of a representative number of OPA cases could be done for \$25,000.

FINDING 2-9

Greater coordination is needed between the District Attorney and OPA. At the present time there is no formal agreement to be followed when criminal charges are a possibility against an officer. While OPA may be investigating the departmental issues, the District Attorney may have a need to investigate as well. Although experienced investigators and supervisors have an idea of what should occur, the processes to be followed have not been officially adopted. This creates the possibility that cooperation between the department and the DA may not be consistent.

A very common overlapping investigation would be a police officer-involved shooting. In this case OPA would be looking at compliance with policy and procedure and the District Attorney would be investigating a use of force that may or may not be lawful. If unlawful, the District Attorney will have to pursue an investigation that may lead to criminal charges. If these two investigations are not properly coordinated, they may both be compromised.

RECOMMENDATION 2-9

A work group should be established involving the District Attorney's Office, OPA, and the Investigative Services Bureau. This work group should explore the best procedures for handling certain kinds of cases that are likely to occur. A common outcome of such a work group would be a "Shooting Team," a joint MNPD ISB/OPA/District Attorney team that would respond to an officer-involved shooting and then determine, based on the facts present, the most appropriate way to proceed.

IMPLEMENTATION STEPS

1. A work group from MNPD ISB, OPA, and the District Attorney's Office should be established.
2. The work group should prepare recommendations for cases in which more than one agency or unit will have jurisdiction.
3. The recommendations should be presented to the Chief and the District Attorney.
4. The recommendations should be modified as needed, and adopted.
5. Training should occur for all involved parties, and the recommendations should be implemented.

FISCAL IMPACT

This will be a staff work group. No fiscal impact will occur for implementation.

2.3 **Fiscal Affairs Division**

This division is responsible for the development and monitoring of the budget. All expenditures are also reviewed and approved. Position control—maintaining a current listing of all vacancies—is also the responsibility of this area.

This area has operated in a very centralized fashion, with minimal input from operating area commanders. Since this audit started it has been reported that the Fiscal Affairs Division has been disseminating more fiscal information and has been seeking budgetary development input from the divisions.

FINDING 2-10

Bureau and Division level commanders were uniformly poorly informed about their budgets. All senior commanders spoke of limited information concerning ongoing budget balances and limited involvement in the budget development process, and had poor understanding of their overall budgets. In our experience, many Sergeant level supervisors in other organizations would have greater budgetary awareness and involvement than senior commanders in MNPd.

It has not been part of MNPd's culture for Bureau or Division Commanders to be significantly involved in budgetary issues, nor was it possible for section or unit commanders to seek involvement. Budgets were developed and managed from the Fiscal Affairs Division, and budgeted funds were often reallocated within the department by Fiscal Affairs without informing Division Commanders.

Supervisors were also very critical of the expenditure approval procedures. Lacking current budget information, expenditures are often made "in the blind," without knowing if funds exist to make such purchases. Supervisors up to the Bureau Chief level were frustrated about the limited ability they had to influence the acquisition of materials and goods needed for the operation of their areas of responsibility. We did not encounter any supervisors in major areas who felt they really knew the status of their budget.

RECOMMENDATION 2-10

All supervisors should be meaningfully involved in both budget development and control. While the progress this year is encouraging, steps should be taken to ensure that any supervisor is allowed a voice in the creation of the budget for the upcoming year. This should not just be seeing a copy of what will be submitted. Instead, it should

be direct participation in the budget development process. (What is needed? Why is it needed? What happens if it is not provided?)

IMPLEMENTATION STEPS

1. Formal requirements for supervisory involvement in budget preparation and monitoring should be developed by the Command Staff.
2. These requirements should be adopted and published. Supervisors should be trained as necessary to understand their new role in this area.
3. Annual retraining in budget issues should be provided.

FISCAL IMPACT

There will be no fiscal impact from implementing this recommendation.

FINDING 2-11

Monthly reports are provided to Bureaus, but not to Divisions or smaller commands. During the course of our review we were informed that the Bureau Chiefs were provided monthly budget reports. Divisions were not provided the reports. It is unclear if Bureau Commanders expected the Division Commanders were also receiving reports, and therefore did not provide them, or if the Fiscal Affairs Division thought the Bureaus were passing the budget information down. In either case, most Division Commanders had no knowledge of monthly budget status. It is our understanding that monthly budget reports are now going to all Divisions.

RECOMMENDATION 2-11

Monthly budget and expenditure reports should be provided to all supervisors with budget responsibility. Division Commanders should receive monthly reports of expenditure status of all budgets under their command. Bureau Commanders should receive copies of each Division in their command and for the Bureau and Department as a whole.

IMPLEMENTATION STEPS

1. Adopt a practice of providing printed budget reports to all supervisors with budget authority and responsibility on a monthly basis.

FISCAL IMPACT

These reports already exist. Providing them more widely will not present a fiscal impact.

FINDING 2-12

The budget process is not integrated into the planning process. While we have been informed that the budget process being undertaken for the upcoming fiscal year has been modified to obtain more operating area input, this has not always been the case. There is the perception that the needs of the operating areas are not taken into account when the budget is prepared. This has resulted in budget variances that have had to be made up by adjustments throughout the budget. A lack of overall budget involvement and budget accountability at all levels has also been an issue. The budget function has been very centralized and has made many of the purchasing/expenditure decisions. Although this is effective from an overall budget control and cost containment standpoint, it is not effective in terms of determining the best use of resources for the purpose of crime prevention or crime fighting.

RECOMMENDATION 2-12

The budget development process should be driven from the bottom up, and should be a critical part of regular strategic and operational planning. A critical part of strategic planning is determining how to allocate resources. The first step is in allocation of existing resources. Beyond the current year's needs, it is then critical to plan for the next and subsequent years. It is critical to ensure that resource allocation is looked at for the department as a whole, and that operational priorities are established that are consistent with strategic planning goals. This cannot be done if it is not approached in an integrated fashion.

IMPLEMENTATION STEPS

1. As part of the strategic planning process and part of the budget development process, goals and objectives should be created for each area of the department.
2. For the goals and objectives, specific performance measures should be developed. These measures should capture outcomes, not measure efforts expended. The outcomes should be tracked over time, and should be expected to improve due to specific intervention.
3. Planning efforts should look at least five years into the future, and should contemplate as many variables as possible.
4. Departmental priorities should be established, thereby informing individual units where they fall in the overall plan, and clearing defining their role in the overall success of the agency.
5. Departmental and Division and Unit plans should be shared with all employees so they understand why actions are being taken.

FISCAL IMPACT

There will be no fiscal impact from the development of either the annual budget or the overall strategic plan. However, as better planning is undertaken, it may be possible to better integrate resources, allowing more effective utilization of personnel and equipment.

2.4 Criminal Intelligence Division

This area is responsible for the collection and dissemination of information related to ongoing criminal activity. It receives and analyzes specific information on ongoing criminal activity, conducts active surveillance of known criminals or locations known or suspected to be involved in criminal activity, and carries out targeted investigations. It also handles the security detail for the Mayor.

FINDING 2-13

Criminal Intelligence is one of several units that, to different degrees, gather and analyze criminal activity information. This is also done by the CAP Unit (the tactical crime analysis unit) in Patrol, by the Vice Division, by CID, and to a lesser extent Youth Services. It is not clear to us how, or if, distinctions are made as to which unit will accumulate and disseminate what kind of information. Our observation and research, and the belief of many officers and supervisors, is that there is a great deal of overlap among the information gathered by the various units.

RECOMMENDATION 2-13

A core process analysis of the Intelligence function should be carried out. A determination needs to be made where intelligence is gathered, how it is transmitted, how it is analyzed, and how it is disseminated. While intelligence needs to be gathered in a variety of locations, collection and analysis should be centralized for maximum effectiveness. The various organizational units involved in this process should complement each other, not duplicate services.

This is another area in which an employee work group could be used effectively. It would also be appropriate to obtain some legal counsel for this group, as there are very specific prohibitions about the manner in which nonarrest criminal information may be collected and transmitted.

IMPLEMENTATION STEPS

1. An employee work group made up of Vice, ISB, Patrol, and Criminal Intelligence officers should be created. The Strategic Deployment Division should facilitate this process.

2. This work group should be tasked with determining the core processes of the overall Intelligence Function. This “process mapping” will allow a better understanding of areas in which there is an opportunity for improvement.
3. Specific recommendations should be developed to take advantage of opportunities for improvement or elimination of roadblocks.
4. Recommendations should be presented to the Chief and the Command staff for review and evaluation.
5. Adopt recommendations for improvement in intelligence gathering and dissemination.

FISCAL IMPACT

This recommendation will not present any fiscal impact. However, the process improvements identified have the potential to result in greater effectiveness in the overall Intelligence Function and could result in either a reduction of total staff required, or in an increased effectiveness of those assigned to this responsibility.

FINDING 2-14

The duplication of efforts makes it difficult to ensure that vital information is shared. As outlined immediately above, with so many units gathering bits and pieces of information, it is impossible to ensure that information is being shared appropriately. Some better definition of responsibility for specific types of information is needed or some overall clearinghouse function should be established.

RECOMMENDATION 2-14

Consideration should be given to combining the field operations components of the Vice Division and the Criminal Intelligence Division. Many of the same targets will routinely be investigated, and the same investigative process and equipment is utilized.

Both Vice and Criminal Intelligence conduct active field investigation of persons engaged in “ongoing criminal conspiracies.” This creates the very real possibility that many suspected criminal enterprises are being monitored by both groups. It should be determined if better effectiveness could be realized by the combination of these groups.

IMPLEMENTATION STEPS

1. As part of the work groups efforts discussed in Recommendation 2-13, the combination of the Vice and Criminal Intelligence field intelligence components should be considered.

FISCAL IMPACT

There is no fiscal impact in the recommendation. If this combination of the two field units can be accomplished, it may be possible to cut costs through the reduction of positions.

2.5 Public Information Office

The Public Information Office (PIO) is the primary point of contact for the news media with MNPd. Press releases are issued on major events/incidents, and news media inquiries are fielded on all topics. In addition, the office is proactive in attempting to handle rumor control within the department.

COMMENDATION

- An internal flyer is published frequently to attempt to keep MNPd employees up to date on issues/incidents of concern to them.

FINDING 2-15

The office performs those expected Public Information functions associated with an agency of this size. The PIO fields calls from the news media, issues press releases, and gives interviews to print and electronic media.

The staffing—one Information Officer and one support person—is appropriate for an activity of this size. By allowing field personnel to speak directly to the news media on issues about which they are adequately informed (breaking crime, not policy), additional staffing for the Public Information Office is not needed.

RECOMMENDATION 2-15

As part of the overall recommendations, we propose the Public Information Office continue reporting to the Chief of Police. This unit must represent the Chief in the public eye; it is critical that he maintain a close working relationship with this unit.

IMPLEMENTATION STEPS

None required.

FISCAL IMPACT

This is the current reporting relationship. There is no fiscal impact.

2.6 Behavioral Health Services Division

The Behavioral Health Services Division provides a variety of support services to both police employees and citizens. They coordinate and provide stress-related counseling services to police employees and their families and provide specific support for substance abuse problems. The professional staff of the division are made up of licensed psychologists and clinical social workers under the direction of a Ph.D.

COMMENDATION

- This area had among the best sets of performance measures/monthly reports that were observed. Considerable attention is paid to tracking what is accomplished.

FINDING 2-16

This is one of three areas providing counseling services to either victims or officers. The department has a very heavy commitment to professional counseling services. We have not seen this degree of counseling support directly provided by a local government unit. Frequently, such a unit coordinates, instead of directly provides, such services.

Counseling services of the type being provided by MNPd in-house are frequently delivered in other police departments by outside organizations. While finding one area in which the department directly employed counselors would not have been very surprising, it is most unusual to find counseling services provided in three different areas of the department. In many departments such services would be provided exclusively by outside service providers, or by a combination of a limited number of department employees supplemented by outside staff.

RECOMMENDATION 2-16

Consider consolidating or outsourcing counseling services. An in-depth review of the potential for consolidating counseling services and a review of readily available community resources in this area should be conducted. In a community the size of Nashville, and with the number of health care organizations, there should be several potential service providers that would be interested in bidding on the provision of such services. Note that services provided to officers and their families should be provided in a manner to help ensure that confidentiality and privacy are preserved, and these services should be provided in a dedicated, secure location.

IMPLEMENTATION STEPS

1. A review of all counseling services provided by the department in Behavioral Health Services, Youth Services, and Domestic Violence should be conducted. The Strategic Deployment Division should facilitate this review. This will enable the determination of how similar or dissimilar these services may be and enable an analysis of the potential benefits of consolidating these services.
2. A request for information (RFI) should be developed to inquire of potential service providers what capacity might exist to provide services of the type the department now provides.
3. After the RFIs are returned, the department should evaluate the pros and cons of consolidating and/or outsourcing these services.
4. If determined appropriate, an implementation plan to consolidate the services should be developed or a request for proposals (RFP) should be released to solicit bids from prospective vendors to further assess whether outsourcing would be appropriate.

FISCAL IMPACT

There would be no fiscal impact from consolidating or from the consideration of outsourcing of these services. The RFP process would reveal whether outsourcing could present a monetary savings.

2.7 Information Services Division

Responsible for all computer-related matters, this division is the source of a lot of interest and concern by employees at all organizational levels. With the tremendous impact that automated systems have on the modern workplace, there are many issues that concern this Division.

COMMENDATION

- The Division has achieved significant cost savings by undertaking in-house maintenance of several pieces of main frame computer hardware. While some main frame applications are still necessary, the cost to maintain the hardware is very high, especially on the machines that are technically obsolete and are no longer supported

by the manufacturer. By using generic available repair parts, the division has avoided costly replacement and outside maintenance of machines that have to be kept in service for the near future.

FINDINGS AND RECOMMENDATIONS

Because they are departmentwide in nature, findings and recommendations related to Information Services Division are included in Chapter 1.0.